Inception Day One

Users and Problem First

Digital Acquisition Accelerator Pilot

Inception Workshops

Agenda

Day 1 Activities

1

Inception Workshops Overview

2

Identify Users

3

Break Down The Problem

4

Write Problem Statement

5

Next Steps

1/ Inception Workshop Overview

OVERVIEW OF INCEPTION WORKSHOPS

Over the next few days, you will create:

Topics Covered

1

Proto-Personas and Problem Statements

Identifying and building empathy for users

Problem understanding/ deconstruction

Writing a problem statement

2

Product Vision and Strategy

Assumptions & Hypothesis

Goals & Metrics

Product vision

Barriers and constraints

3

Key Objectives and User Story Map

Market research

Key objectives

Agile user stories

Feature prioritization

Inception Workshops Goals

Better understand the ASK for vendors

Gather needed inputs to shape the solicitation strategy

Develop a product strategy and key metrics

Identify the real needs of users and the business

2/ Identify Our Users

Agenda

By the end of this session we will identify and build empathy for users.

Introduction	10 Minutes
Identify Key Users	30 Minutes
Prioritize Users	30 Minutes
Break	10 Minutes
Character Refinement	40 Minutes
Create Proto-Personas	30 Minutes

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About Proto-Personas

In order to identify our key users and to ensure alignment among the team during all of activities, we will create proto-personas.

Proto-personas are:

- A variation of personas used to develop early design hypotheses
- An encapsulation of the organization's beliefs about who is using their product or service and what is motivating them to do so
- Used to initiate and reinforce awareness of the user's point of view during strategic planning

Proto-personas are not:

- A substitute for heavily researched personas based on feedback from actual users of the product
- Validated representations of the organization's target audience

SUSAN KENNEDY, 36

Director of Accounts

EXAMPLE

Fashionable, married with 1 child, previous history with successful company

Goals & Objectives

- Wants to impress the boss
- Needs to show revenue
- Project driven, likes to complete tasks
- Wants success

Behaviors

- Likes to eat out, social
- Loves Facebook
- Serious at work, but likes to have fun
- Doesn't like big risks
- Networker

Traits

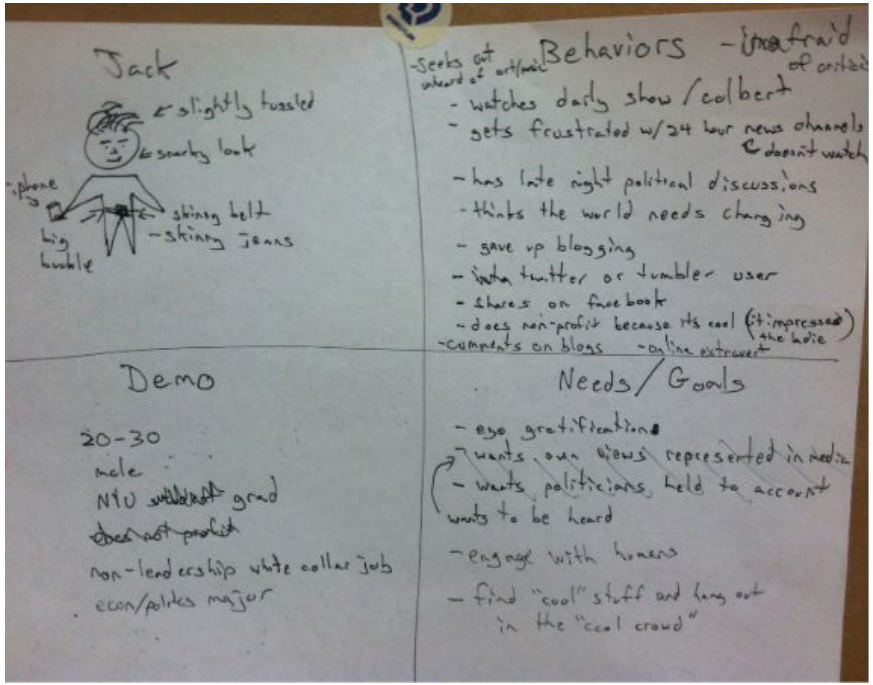
Create Proto-Personas

IDENTIFYING OUR USERS

Step 1: Identify key users

Demographic Information	Name and Sketch
Needs and Goals	Behaviors and Beliefs

In groups, identify your key users. Brainstorm the characteristics of anyone who might use the product or service you have been asked to acquire. Identify as many as you can.



Example proto-persona.

Discuss.

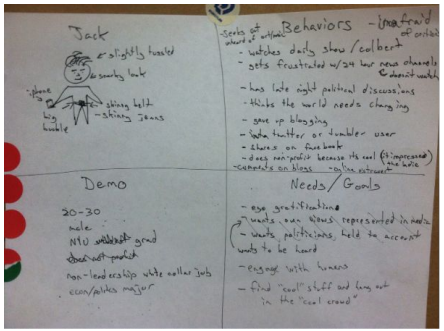
IDENTIFYING OUR USERS

Step 2: Refine list with dot voting

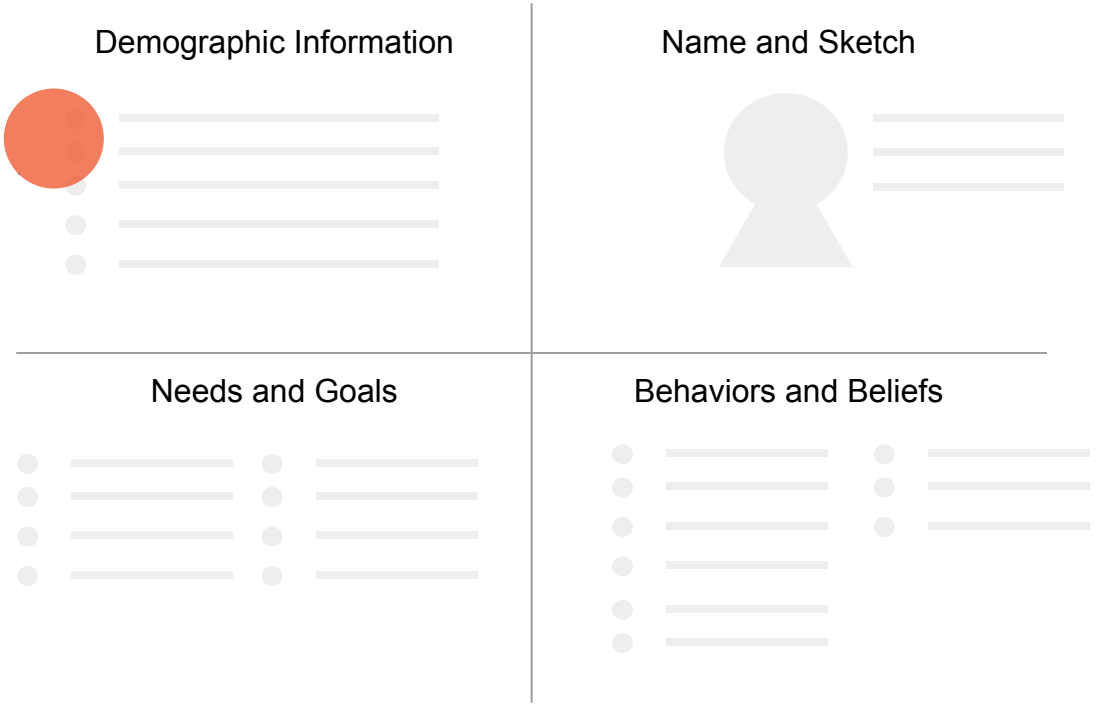
Individually, vote on the personas you think are most important to prioritize.

You can vote on any one as many times as you like.

You must use all of your votes.



Example proto-persona.



Discuss.

Choose up to five proto-personas to focus on.

IDENTIFYING OUR USERS

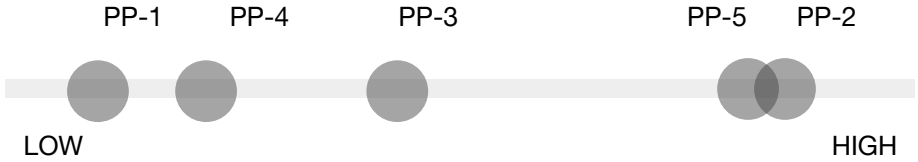
Step 3: Character refinement

As a group, discuss key attributes that are important to consider across all proto-personas.

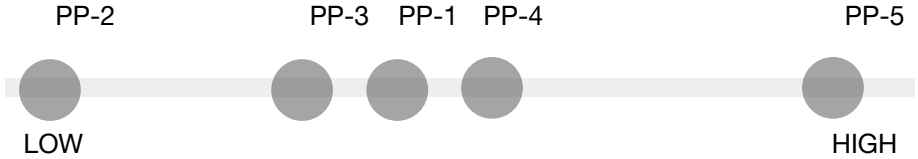
For each proto-persona, rank where they land across each attribute.

Example attribute list.

ATTRIBUTE #1



ATTRIBUTE #2



IDENTIFYING OUR USERS

Step 4: Combine information into proto-personas

For the prioritized proto-personas, fill out key information about the user, such as name, age, goals & objectives, behaviors, and key traits.

These will be referred to again in future activities.

SKETCH

Name, Age

Brief description of role

TEMPLATE

Other key demographic information

Goals & Objectives

-
-
-
-

Behaviors

-
-
-
-
-

Traits

Trait description

Trait description

Trait description

Trait description

Trait description

Trait description

Trait description

Break

3/ Break Down the Problem

“If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it.”

- Albert Einstein

Agenda

By the end of this session we will deconstruct the problem and write each of our product's problem statements.

Overview	15 Minutes
Drafting Problem Statements	30 Minutes
Problem Deep Dive	60 Minutes
Break	10 Minutes
Identifying Obstacles	20 Minutes
Reframing Problem Statements	30 Minutes

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Break Down the Problem Overview

Why break down a problem?

Focuses the Impact

- When building new products, agencies don’t usually do a good job of defining the the problems they’re trying to solve and the impact it has on their organization.
- Answers the following question: Are you solving the right problem or just a symptom of a problem?

Focuses the Team

- Stating a problem focuses teams at the beginning of a new project.
- Organizations miss opportunities, waste resources, and end up pursuing innovation initiatives that aren’t aligned with their strategies.

Breaking down a problem answers these critical questions

- What’s the problem you’re trying to solve? Why is solving it important?
- Why this issue or problem? Why now?
- How do we see things now?
- Where do we want to go?
- What’s in it for the users?

Anatomy of a good problem statement

A good problem statement should answer these questions:

1. What is the **solvable problem**? Explain why the product is needed.
2. **Who has the problem** or who is the customer? This should explain who needs the solution and who will decide the problem has been solved.
3. What **barriers and constraints** exist to solving this problem?
4. **What form should the final solution take?** What is the scope (in time, money, resources, technologies) that can be used to solve the problem?

USERS AND PROBLEM FIRST

What makes a good problem statement?

Things to Include

- Frame the statement through the eyes of your highest priority proto-persona (from the morning)
- Include one solvable issue/problem
- Focus on measurable behaviors or conditions
- Problems whose solutions would result in significant improvement of a user's way of life

Things to Avoid

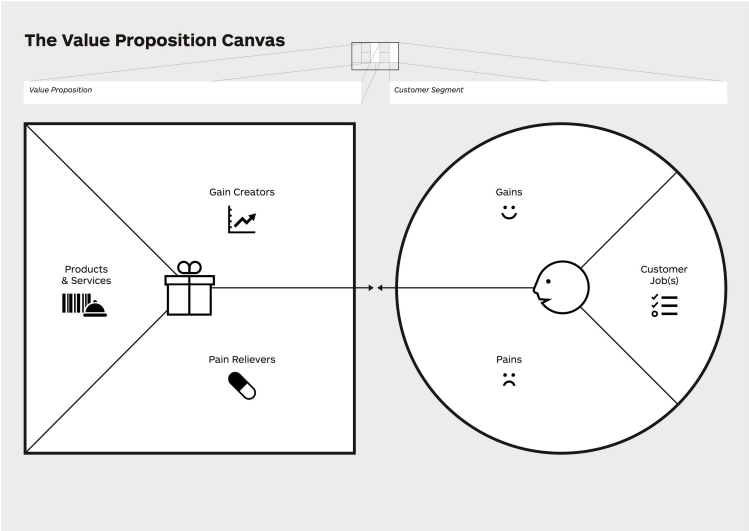
- Problems not linked specifically to a user or stakeholder
- Blaming or judging the user
- Using weak problems that only scratch the surface for the user
- Issues/problems that do not resonate strongly with your users
- Problems that are not backed up with real data

Note: The activities in this session lists our ASSUMPTIONS on the problem statement. It should be researched and backed by data.

USERS AND PROBLEM FIRST

Finding Problem and Solution Fit

- During training, the Value Proposition Canvas was used to match a problem that a user is facing with your solution
- When a product creates gains or helps relieve pain points for your users, you have problem-solution fit
- All products should strive to meet the needs and problems of your customer segments. It is the core impact of your model



Draft the Problem Statement


The Campfire Question:
Why are we here?

Step 1: Answer the “Campfire Questions”

Spend five minutes to write down individually your answers to the following questions:

- *What problem are we solving for our users?*
- *Why is solving it important?*
- *Why now?*

Discuss.

BREAKING DOWN THE PROBLEM

Step 2: Draft your problem statement foundation

In your groups, discuss and come to consensus on the following:

1. What is the **solvable problem**? Explain why the product is needed.
2. **Who has the problem** or who is the customer? This should explain who needs the solution and who will decide the problem has been solved.

USERS AND PROBLEM FIRST

Methods Intro + Problem Deep Dive

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BREAKING DOWN THE PROBLEM

Methods Introduction

CATWOE Analysis

- Identifies the people, processes, and environment that contribute to a situation, issue, or problem that you need to analyze
- Stands for **C**ustomers, **A**ctors, **T**ransformation Process, **W**orldview, **O**wner, **E**nvironmental Constraints
- Use when you have an existing process or product that needs examining

5 Ws and H

- Answers all aspects of the problem in a clear and focused way
- Stands for **W**ho, **W**hat, **W**hen, **W**here, **W**hy, and **H**ow
- Use when you're creating something new from nothing or when you're stuck when doing other analyses

BREAKING DOWN THE PROBLEM

CATWOE Analysis (Peter Checkland)

Identifies the people, processes, and environment that contribute to a situation, issue, or problem that you need to analyze.

Customers	Who is on the receiving end? Who are they, and how does this issue affect them? What problem do they have now? How will they react to what you're proposing? Who are the winners and losers?
Actors	Who is involved in the situation? Who will be involved in implementing the solutions? What is the impact on them? How might they react?
Transformation Process	What processes or systems are affected by the issue? What are the inputs? Where do they come from? What are the outputs? Where do they go to? What are all the steps in between?

BREAKING DOWN THE PROBLEM

CATWOE Analysis (Continued)

Worldview	What is the bigger picture into which the situation fits? What is the real problem you are working on? What is the wider impact of the issue?
Owner	Who owns the process or situation you are investigating? And what role will they play in the solution? Can they help you or stop you? What would cause them to get in your way? What would lead them to help you?
Environmental Constraints	What are the constraints and limitations that will impact the solution and its success? What are the ethical limits, laws, financial constraints, limited resources, regulations, etc.? How might these constrain your solution? How can you get around them?

BREAKING DOWN THE PROBLEM

Five Ws and H

Who	Who is involved? Who isn't involved? Who else was involved in the past? Who else wasn't involved in the past?
What	What does this include? What doesn't it include? What else is connected to this? What isn't connected to this? What was done about this in the past? What wasn't done about this in the past?
Why	Why is this important? Why might this not be important? Why now? Why should we care? What shouldn't we care?
When	When do we need to act? What is the latest we can act? When previously have we dealt with this? When hasn't this been an issue? When have others dealt with this? When haven't others dealt with this?
Where	Where is this a problem? Where isn't this a problem? Where else are people dealing with this? Where else aren't people dealing with this?
How	How might we deal with this? How can't we deal with this? How has this been handled previously? How hasn't this been handled previously?

BREAKING DOWN THE PROBLEM

Step 3: Using a method, break down your problem

In your groups, use either the CATWOE or 5Ws and H to do a deeper dive into all aspects of your problem. Follow the prompts/questions listed underneath each of the sections to guide your discussion.

Spend 10 Minutes or less on each section.

Discuss.

Break (10 Minutes)

Identify Obstacles

Step 4: Identify obstacles to success

Now that you've defined the problem, it's also helpful to determine what obstacles are in our way--the **Barriers** and **Constraints**. Write down your thoughts on these two types of obstacles.

Barriers

Hindrances or obstructions in doing something--obstacles to overcome (like a fence) en route to your end result.

Constraints

Something that limits the freedom of action--be it physical, social, or financial. Constraints need to be addressed with a workaround as they are immovable.

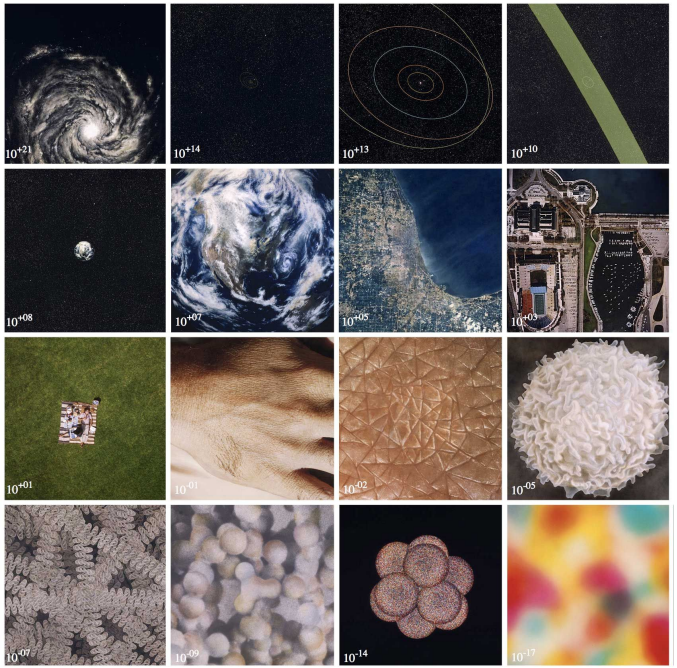
Reframe Problem Statements

BREAKING DOWN THE PROBLEM

Powers of Ten, Charles and Ray Eames, 1977

This short documentary starts with a couple picnicking in park, and then expands by a power of ten in each frame, and then focuses in for a power of ten to the cell level.

- Reinforces the fact you can look at the world through different angles
- Questioning and shifting your frame of reference enhances your imagination and reveals completely different insights and ideas



Step 5: Review and reframe problem statement

In your groups, look back at and discuss your original problem statement for your products and ask yourselves the following:

- Do you see the world differently after the deep dive?
- What has changed? What would you add to what you've written?
- What would you keep? What would you enhance?
- How would you zoom outward or shift inward to a power of ten?

Discuss.

Reminder: Anatomy of a problem statement

A good problem statement should answer these questions:

1. What is the **solvable problem**? This should explain why the team is needed.
2. **Who has the problem** or who is the customer? This should explain who needs the solution and who will decide the problem has been solved.
3. What **barriers and constraints** exist to solving this problem?
4. **What form should the final solution take?** What is the scope (in time, money, resources, technologies) that can be used to solve the problem?

Step 6: Finalize problem statements

Write a final problem statement for your product that answers the following questions:

1. What is the **solvable problem**? Explain why the product is needed.
2. **Who has the problem** or who is the customer? This should explain who needs the solution and who will decide the problem has been solved.
3. What **barriers and constraints** exist to solving this problem?
4. **What form should the final solution take?** What is the scope (in time, money, resources, technologies) that can be used to solve the problem?

Final Thoughts

Watch this video on the story behind the mobile application Instagram to help provide focus for Inception Day Two:

Finding the Problem is the Hardest Part

Kevin Systrom and Mike Krieger, Co-Founders of Instagram

END OF DAY ONE